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THE DEPUTY SECRETARY OF DEFENSE  
WASHINGTON, D. C. 20301

8 APR 1987

Dear Charlie:

As a result of your letter suggesting a target oriented program structure for the national intelligence effort and a letter from Dick Helms posing a series of "20 questions" on SIGINT, we have had a series of meetings within DoD, frequently attended by representatives from your office and from Dick Helms' office, in an attempt to determine which steps to take to improve the cost effectiveness of the national intelligence effort.

Our deliberations and discussions have been necessarily detailed and time consuming because of the complexity of the overall intelligence effort. A course of action has evolved which, we believe, is the most promising way to improve cost effectiveness of intelligence activities.

Specifically, what we have in mind is as follows:

a. We should construct a community target oriented display to give visibility to the allocation of our resources to target by cost, using a committee chaired by a member of DoD and embracing representatives from your staff and Dick Helms' staff. The terms of reference will be worked out by the members of the committee with unresolved differences being referred to me for adjudication. Our primary purpose in constructing this display is to provide us with a tool to analyze resource allocations.

b. Four of Dick Helms' "20 questions" (2, 9, 13, 16) should be addressed at once either in the USIB or by ad hoc committees composed of representatives of appropriate elements within the intelligence community or the staff of the organizations having responsibilities in national intelligence activities. By selecting only four questions, we will insure the activities involved will not be

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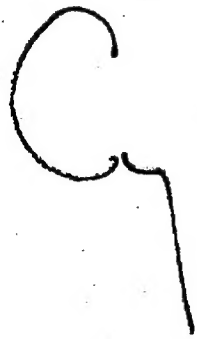
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overloaded, while at the same time we will begin addressing key issues in both the requirements and systems trade-off areas.

25X1 In addition, I am referring all of Dick Helms' "20 questions" to [ ] as the Primary Action Officer for the CCP review as an aid to him and his group in the upcoming review. These questions should permit him and his group, one of whom is a representative from your office, to address issues which are of concern to you and Dick Helms.

I am attaching a copy of my letter to Dick Helms on this subject.

Sincerely,



Attachment

Honorable Charles L. Schultze  
Director, Bureau of the Budget  
Washington, D. C. 20503

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THE DEPUTY SECRETARY OF DEFENSE  
WASHINGTON, D.C. 20301

**MEMORANDUM FOR THE DEPUTY DIRECTOR, DEFENSE RESEARCH  
AND ENGINEERING**

**SUBJECT: Mr. Helms' "20 Questions"**

The attached letter from the Director of Central Intelligence poses a series of 20 questions on SIGINT requirements and operations.

Broad in scope and searching in nature, the questions, for the most part, can be answered only after detailed analyses of requirements and systems trade-offs embracing all collection activities have been made. The questions do, however, raise certain issues about SIGINT requirements and management.

Accordingly, I am referring these questions to you as the Primary Action Officer for the Consolidated Cryptologic Program review for use in the upcoming review. I would appreciate it if, in your review of the CCP, you would highlight additional actions which I might take to aid in solving appropriate issues raised by Mr. Helms' questions.

Attachment

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